CULTURAL HERITAGE PROTECTION HANDBOOK

文化遗产保护手册

4

# DISASTER RISK MANAGEMENT FOR MUSEUMS

# 博物馆灾害风险管理

United Nations
Educational, Scientific and
Cultural Organization
联合国教育、
科学及文化组织

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## INTRODUCTION

The purpose of this publication is to guide museum staff through the ongoing cycle of awareness, emergency planning, communication and actions that will reduce damage to cultural heritage in an emergency situation. Protecting people is the highest priority. Once life safety issues have been addressed, safeguarding cultural property is part of the professional mission of staff working to protect and preserve collections and reestablish business continuity.

Risk Management can be a daunting concept and to make the subject more approachable, we will define the term as using skills and resources that you have, others you may need to obtain, and information and training you may wish to consider, to minimize the risks you and your institution may face, in a major emergency event. We suggest you refer to other sources for preventive strategies to deal with slow and destructive hazards such as insect damage, relative humidity changes, or mold in a rainy season.

The International Council of Museums (ICOM), The Getty Conservation Institute (GCI) and the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) have established in partnership a training program entitled Teamwork for Integrated Emergency Management supported by the Section of Museums and Cultural Objects of the Division of Cultural Objects and Intangible Cultural Heritage of UNESCO, in the framework of the ICOM's Museums Emergency Programme (MEP). The helpful MEP Bibliography is available at http://gcibibs.getty.edu/asp/.

ICOM also has a website that may be useful:
http://icom.museum/risk_management.html

# 说明

本书的目的在于引导博物馆工作人员在增强意识、应急策划、沟通和行动等方面建立一系列程序，以便减少在紧急情况下对文化遗产的损害。紧急情况下，保护人身安全是首要任务，而一旦生命安全问题得到解决，保护文化财产便成为工作人员的一项重要专业任务，从而保存并保护好收藏品，并尽快恢复博物馆的正常运营。

风险管理是一个复杂的概念，为了便于理解，我们将它定义为利用现有的及其他需要获得的技能、资源，以及可能需要的信息和培训，以减少自身及本机构在重大紧急事件发生时所面临的风险。我们还建议您参考其他预防策略，来处理非紧急的灾害，例如虫害、相对湿度的变化以及雨季中常见的发霉现象。

国际博物馆协会（ICOM）、盖提文物保护协会（GCI）、国际文化资产保存与修复研究中心（ICCROM）已经联合发起了一项名为“综合性应急管理协作”的培训项目，该项目被列入国际博物馆协会博物馆应急处理项目（MEP）中，并由联合国教科文组织文物与非物质文化遗产司博物馆与文物处资助。MEP 文献目录可以在以下网站查询：http://gcibibs.getty.edu/asp/。
国际博物馆协会的另外一个网址是：http://icom.museum/risk_management.html。

M-E-P
Museums Emergency Programme
Programa de Urgencia en los Museos
Programme d'urgence dans les musées

## FIRST STEPS in the Risk Management Process

Think of the process as a wheel that keeps turning: things to think about, setting priorities, actions to take before, during and after your next emergency and reviewing what was done in order to improve a written institutional Emergency Plan.

Risk management is assessing your risks and vulnerabilities, setting sustainable goals and strategies, improving preventive and mitigation measures, learning new methodologies and using response and recovery techniques and back again to assessment. The cycle goes on.

Consider all the threats to your building and collection, identify the main risks to the collection, the damage each might cause, start work on mitigation strategies and use financial and staff resources effectively. This is cheaper and more effective than waiting for a problem to happen and trying to salvage what you can in a disaster setting. For example, cleaning up your building may prevent a fire and clear passageways for people and movement of collections during an emergency.

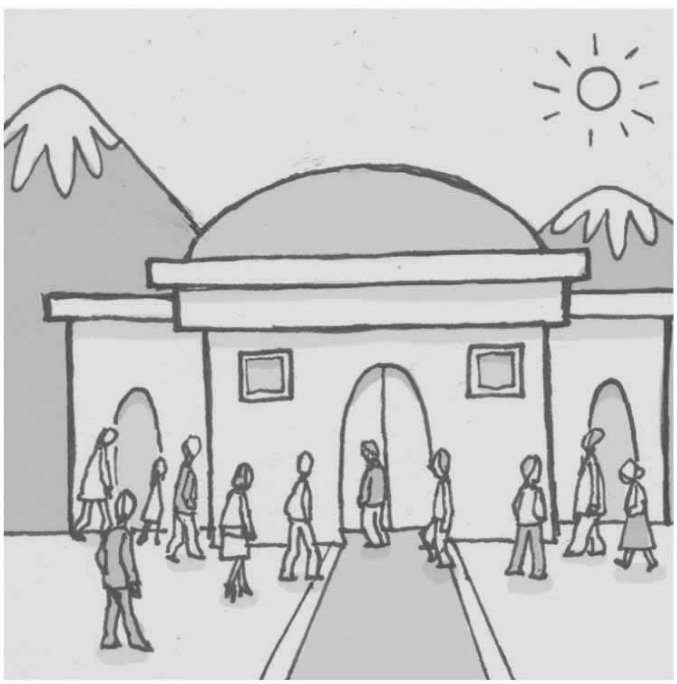
## 风险管理程序第一步

把整个程序想象为一个持续转动的轮子:考虑注意事项,排列优先级别,在下一个紧急情况发生之前、发生时及发生后采取行动,反思已采取的行动以完善本机构的书面应急计划。

风险管理就是评估自身的风险和弱点、设定可持续的目标和策略、改善预防性和缓解性措施、学习新的方法并应用应急和修复技巧,然后再次回到评估。整个过程持续循环。

考虑威胁建筑物和藏品的所有隐患,确定危胁藏品的主要的风险源、每个风险源可能导致的损害,启动缓解性策略并有效地安排资金和人力。这样做比问题出现后再试图挽回损失更经济、更有效。例如,保证建筑物的清洁可以避免火灾,也可以在发生紧急情况时使人员和藏品的转移更加顺利。

# FIRST STEPS
# 第一步



Be realistic about priorities and how long it may take to achieve sustainable risk management goals with staff and resources available. Base risk management planning on the numbers of staff and visitors. Consider the 24 hour cycle, day and night actions and responsibilities may be different.

实事求是地认识自身优势,并了解在现有人员和资源条件下多久可以实现可持续的风险管理目标。根据工作人员和参观者的数量进行风险管理策划。要考虑整个 24 小时的工作流程,白天和夜间的活动与职责是不同的。

It is good to stay current with what is happening in your institution and with local, national and international affairs.

关注本机构内部的重大事件,以及地区、国内及国际时事。

Be prepared. Seek out information. Increase your skills, awareness, connections, and abilities to identify, mitigate, and respond to an emergency.

时刻做好准备。查询相关信息,提高辨别、减缓和应对紧急事件的意识和能力,并加强联络。

# RISKS FROM LOCATION GEOLOGICAL
# 场所的风险 地质方面

Find out whether you are subject to major natural hazards such as:

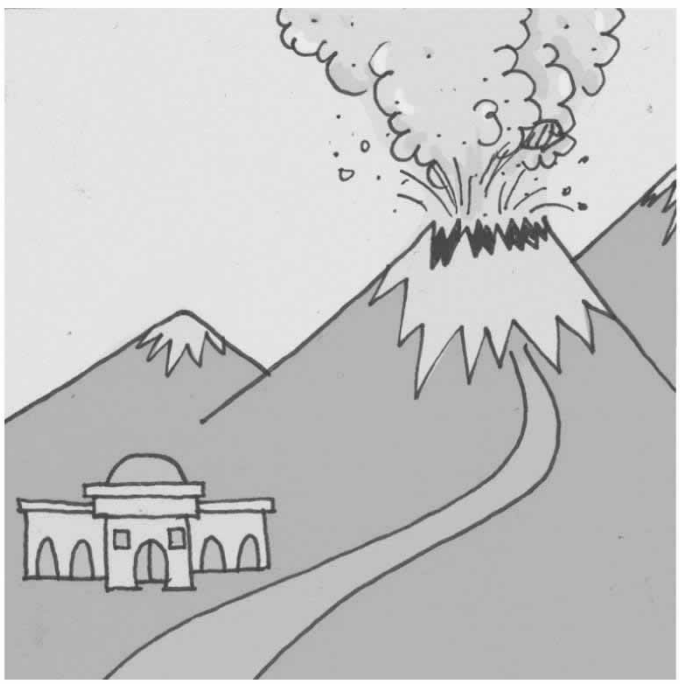
- Earthquakes
- Volcanic action
- Tsunami
- Rock falls
- Specific local hazards

确认是否存在发生重大自然灾害的风险,例如:

- 地震
- 火山活动
- 海啸
- 落石
- 特殊的地区性灾害

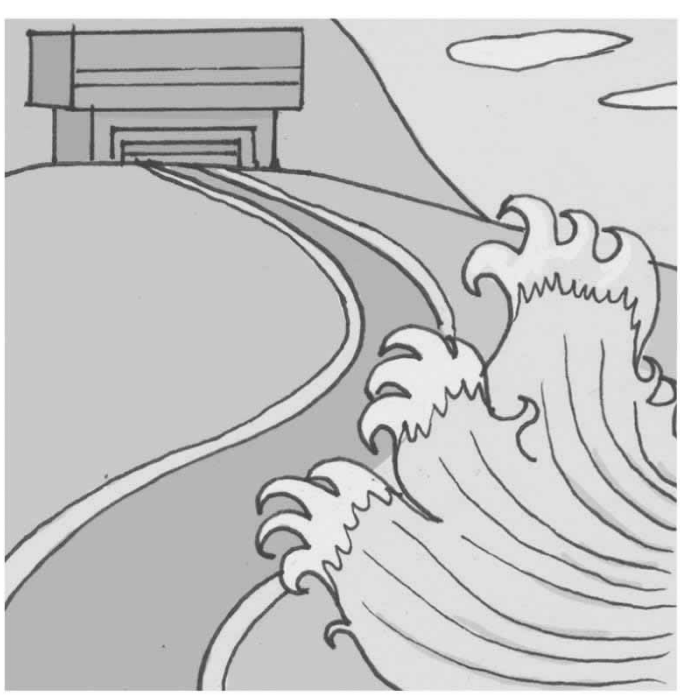
Research the kind of ground motion to expect, soil samples provide information on the layers under your structures.

调查预期发生的地动类型,土壤样本可以提供关于建筑物以下地层的相关信息。



In a volcanic region, research how the volcano is expected to behave.

在火山区,调查火山预期活动情况。

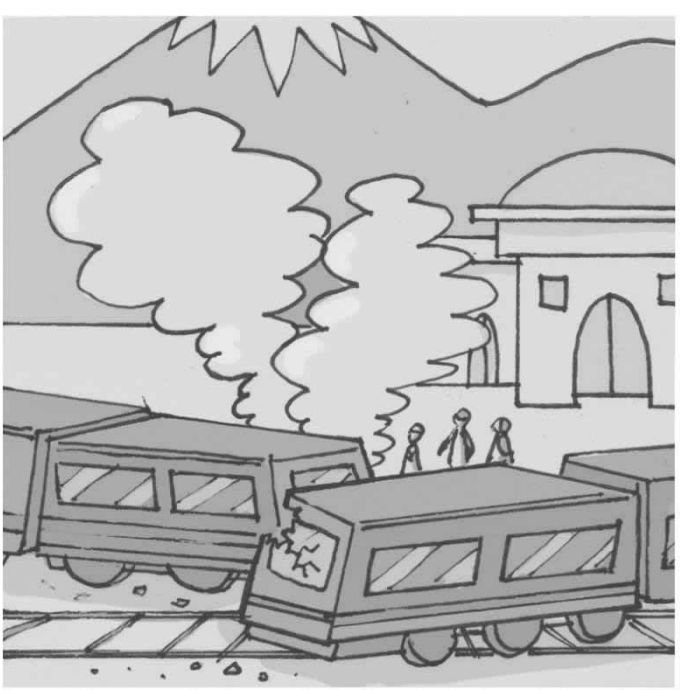


If tsunamis are anticipated, know routes to safety inside and outside of your building and how far inland people or collections may have to go to be safe.

如果预测到海啸,要了解建筑物内部及外部到达安全区域的路径以及建筑物内的人员和藏品转移到安全区域的距离。

Seek information on how rising seawater levels and climate change may affect your municipal and institutional operations.

升高的海平面和气候变化会影响市政及机构运作,收集相关信息。

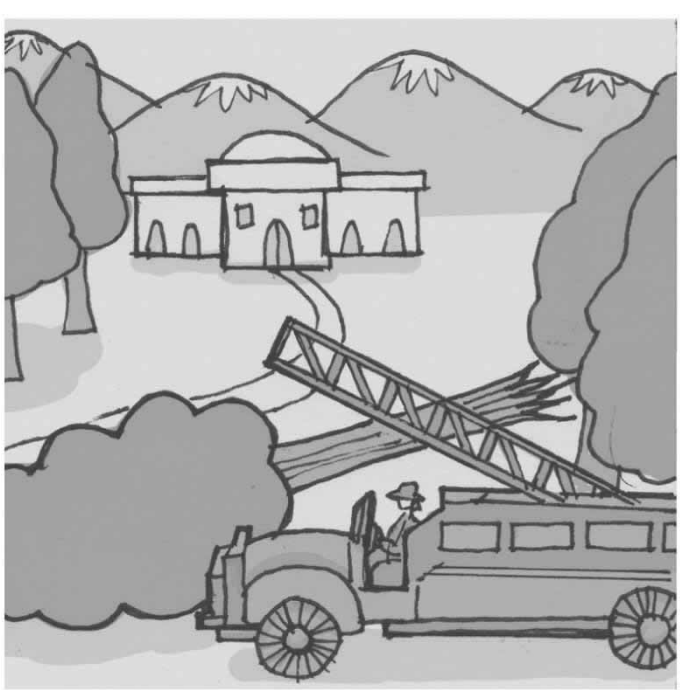


Consider how to protect your institution against problems that may arise because of proximity to transportation infrastructure.

由于靠近交通基础设施会引发一些问题，考虑怎样使你所在的机构避免发生这样的问题。

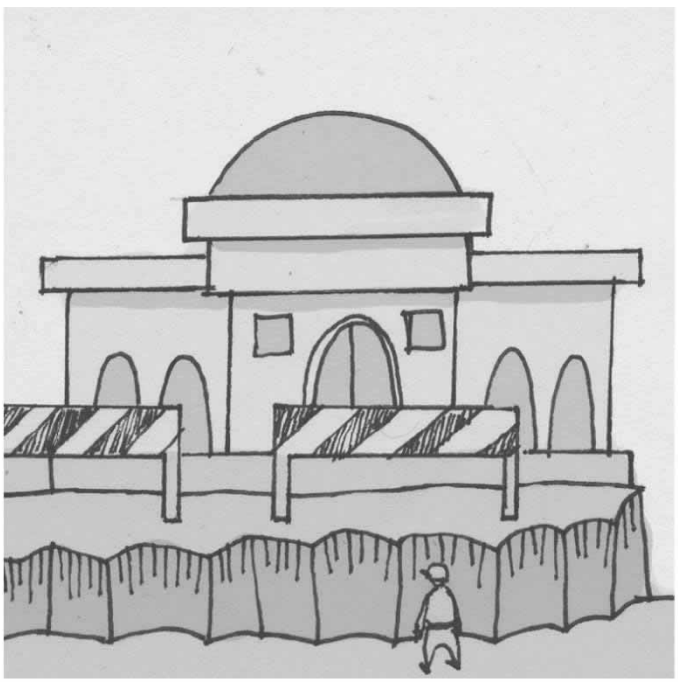
Assess if the placement of your building or site could influence or cause an emergency.

评估建筑物或馆藏区的布局是否会影响或引发紧急情况。



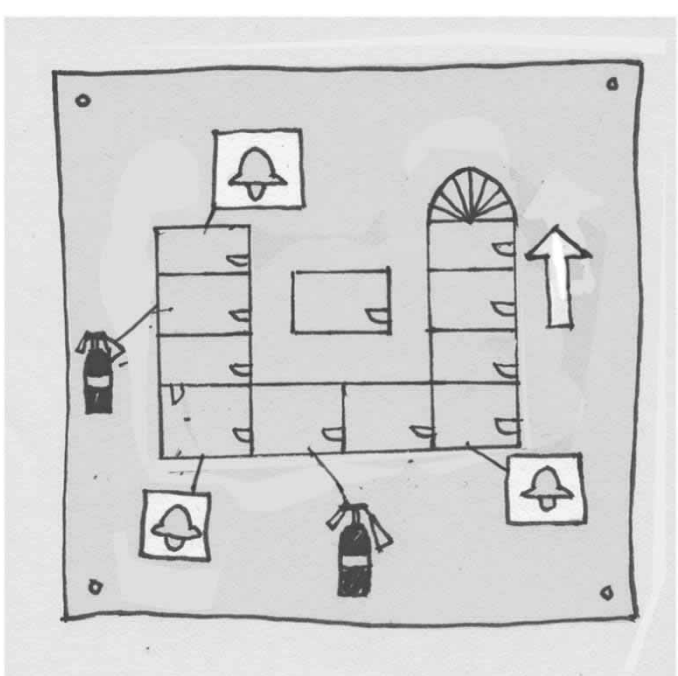
Urban or rural settings will affect the rate and range of assistance and response management techniques. Adapt to your circumstances. Could your site be cut off from help?

城市或乡村的设施将影响援助以及应急管理措施的效率和范围，要因地制宜。馆藏区是否与外界隔绝而无法获得援助？



Protecting archeological sites below ground level will present different challenges to protecting buildings above.

保护地下的文化遗址会比保护地上建筑物更加具有挑战性。

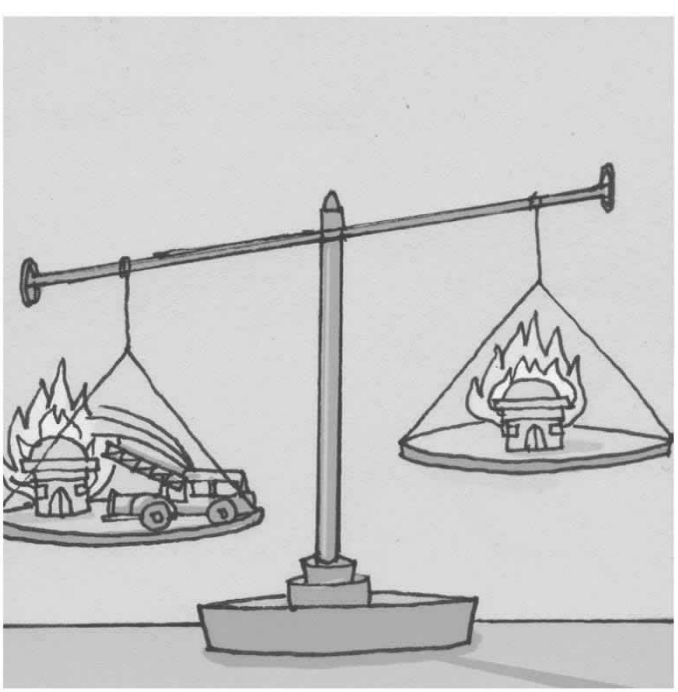


It is a good idea to know your transportation routes and how to use them effectively.

最好了解交通路线以及如何有效使用这些路线。

Research the history of severe meteorological events in your region and locality and how they may affect the safety of staff, visitors, immovable, movable or intangible cultural property if such an event occurs again.

调查所在区域和周边地区发生过的严重的气象事件,了解如果这样的事件再次发生,将如何影响工作人员、参观者和文化财产的安全,包括固定的、可移动的以及无形文化财产。



Analyze your risks versus your vulnerability to such events and establish priorities for mitigation measures.

分析比较在这些气象事件发生时自身弱点和即将面临的风险,并对所采取的缓解措施进行优先级别排序。

Find out about prevailing winds in your area. These will effect the direction and fall of volcanic ash, blowing sand, fumes from a chemical spill accident, etc.

调查所在区域内的盛行风。这些风将影响火山灰、沙尘以及化学物质溢漏事件中气体等物质的飘浮方向及下落情况。

Consider :

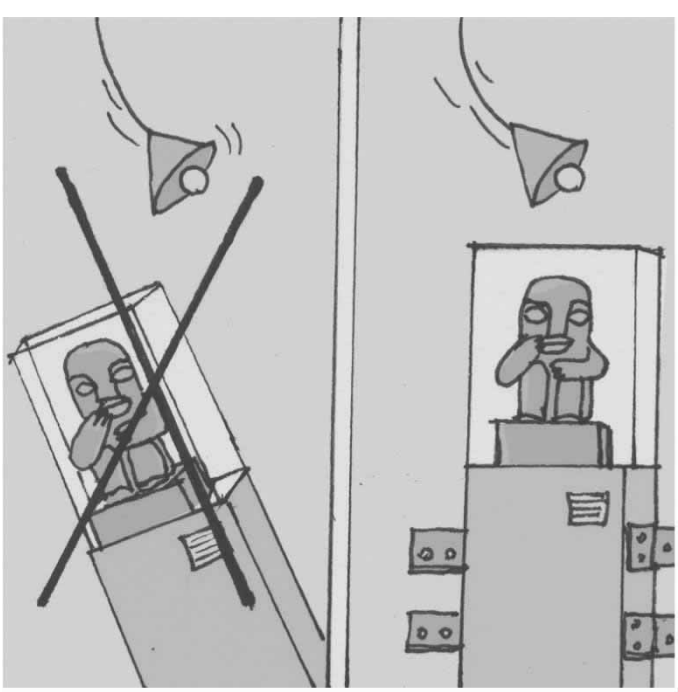
- Floods
- Drought
- Brush fires
- High winds
- Hurricanes
- Tornadoes/typhoons
- Sand storms
- Snow storms
- Ice storms
- Other local conditions?

考虑：

- 洪水
- 旱灾
- 灌木丛火灾
- 疾风
- 飓风
- 龙卷风 / 台风
- 沙尘暴
- 暴风雪
- 冰暴
- 其他地区性情况？

Assess and prioritize how your structure (s) will respond to different hazards, natural or man-made.

评定在不同的自然灾害和人为灾害发生时，有关建筑物的应对措施并排列优先级别。



Assess and prioritize how your collections will respond to the hazards that may affect them inside or outside of your building. For example, show cases may move or fall in an earthquake unless you fix them to a wall or to the floor. If the ground floor may flood, you may need to move collections up or out.

评估建筑物内或建筑物之外可能对藏品造成影响的灾害，制定有关藏品的各种应对措施并排列优先级别。例如，展柜可能在地震中移动或坠落，必须将它们固定在墙壁或地板上。如果地板可能发生水患，那么需要将藏品移至高处或者移出。

# MAINTENANCE
# 保养维护

Building codes in some countries may provide a minimum lawful standard; budget for upgrades if possible.

在一些国家，有关建筑物的规范性文件中规定了最基本的法定标准；在可能的情况下，对相关方面的更新安排预算。

Inspect and maintain your roofs, gutters, drains, electrical wiring, and plumbing. Try to do the necessary repairs/replacements.

检查并保养屋顶、排水槽、下水管、电线线路和管道设备，进行必要的修理和更换。

Review training for housekeeping and cleaning staff and incorporate risk assessment reporting (such as unblocking a drain or reporting a water leak) into normal duties.

总结日常管理和保洁人员的培训情况，并将风险评估报告（例如疏通管道或报告漏水情况）列入日常职责范围。

Store tools and quick response supplies on site and train staff to use them. Consider what to do if you cannot go into the building to get the equipment you need.

将工具和快速反应所需的用品存放在馆藏区内并就使用方法进行培训。考虑在无法进入建筑物获取所需设备的情况下该怎么办。

It is recommended to train staff how to operate water, gas and electrical shut-off valves, pumps, and fire extinguishers.

建议培训工作人员如何操作水、煤气阀门，电源开关，抽水机和灭火器。

# DOCUMENTATION
# 备案

Written records and photo documentation are essential to professional staff. Cultural heritage collections can be extensive and it is impossible to remember every fact, detail or item.

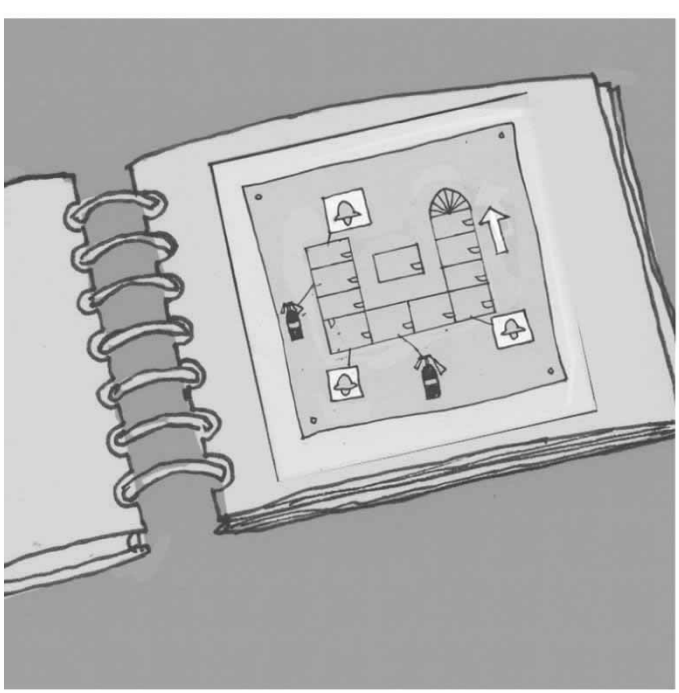
书面记录和照片备案对于专业工作人员是必备的。文化遗产藏品是很广泛的，所以工作人员不可能记住藏品的全部情况、细节和组件。

Records and duplicate records off-site are advisable, and necessary, for example, if you cannot gain access to a damaged building where your records are stored.

在馆藏区域以外保存记录和备份记录是明智之举，也是必要的，例如，当保存记录的建筑物受损而无法靠近的时候。

It is good to update regularly :
- Building and systems maps
- Staff lists and contact information
- Vendor information
- Emergency response agency information and contacts
- Inventory of cultural holdings
- Loan information
- Photo documentation
- Insurance information

定期对下列事项进行更新：
- 建筑物的地图及系统结构图
- 工作人员列表和联系方式
- 受让人信息
- 应急反应代理人信息和联系方式
- 文化财产的详细目录
- 出借情况
- 照片备案记录
- 保险情况



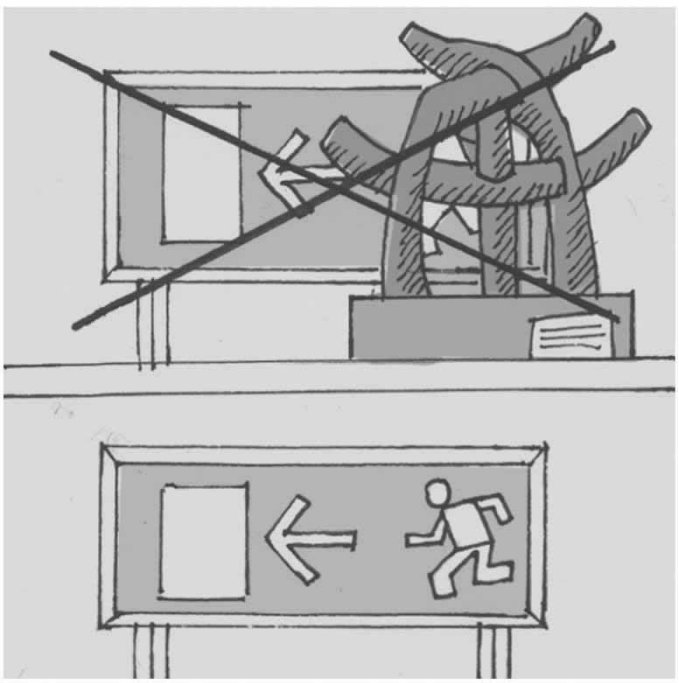
It is recommended to prepare risk management policies and procedures, for example:
- Staff Emergency/Evacuation Plan
- Response Plan for Collections
- Fire Safety Plan
- Public Relations Plan

建议制定风险管理政策和程序，例如：
- 工作人员应急 / 疏散计划
- 藏品应急计划
- 火险安全计划
- 公共关系计划

It is a good idea to keep informed of professional standards and best practices through international and national professional bodies (UNESCO, ICOM, ICOMOS, ICCROM, GCI etc.).

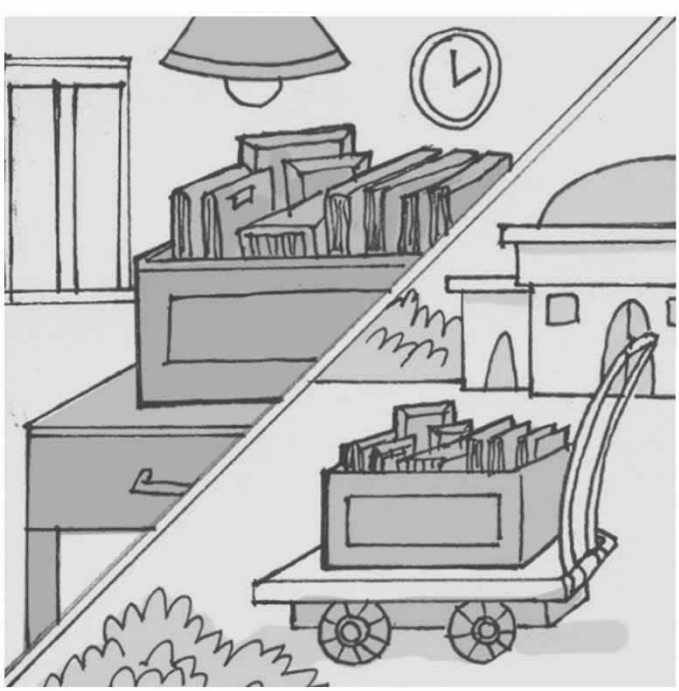
最好保证通过国际和国内的专业机构（UNESCO、ICOM、ICOMOS、ICCROM、GCI 等）获取有关专业标准的最新规定，以实现最优化实践。

# SIGNS AND MAPS
# 标志与地图



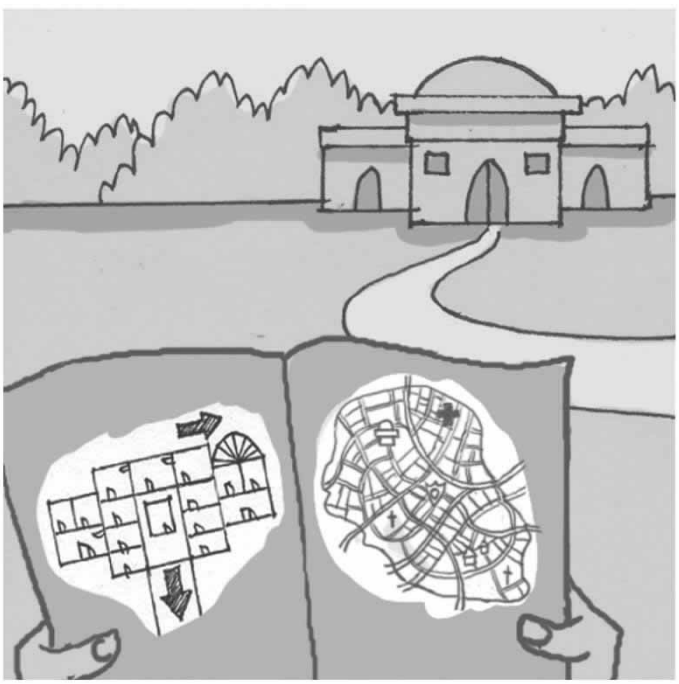
Check that signs are accurate, current and clearly visible.

检查标志是否精确、清晰并且已更新。



Store copies of architectural plans and systems plans on site and offsite. They will be needed during recovery procedures.

在馆藏区内和馆藏区外同时保存建筑规划和系统规划的副本，以备修复重建之需。



Local maps are helpful to assist staff and visitors to find other ways to safety.

对于工作人员和参观者，本地地图有助于他们找到通往安全区域的路径。

# COMMUNICATION
# 沟通

Risk management policies and procedures promote safety and communication is an essential component.

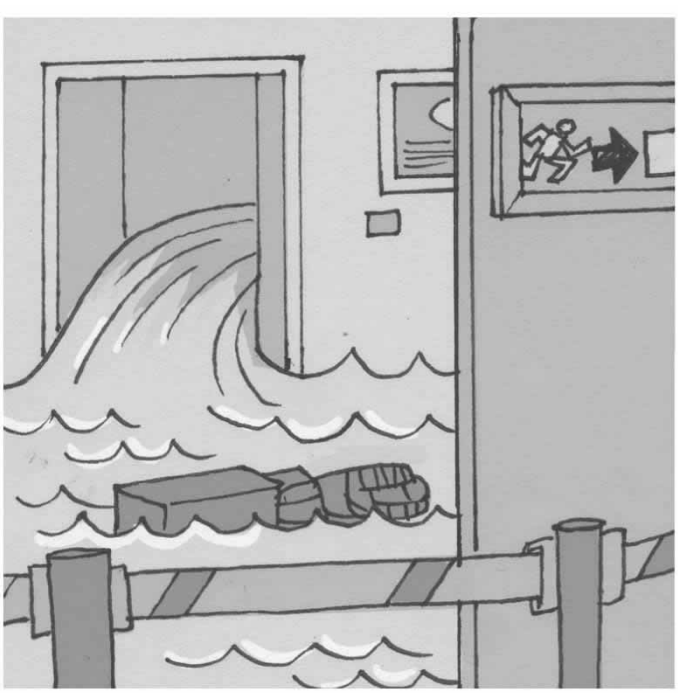
风险管理政策和程序可以增强安全性,沟通是核心组成部分。

Managing risk uses many types of communication actions and devices. Professional communication specialists can help train staff to communicate effectively with each other and with members of the public.

管理风险应用了多种沟通行为和设备。专业的沟通专家可以帮助培训工作人员有效地与其他人员和公众进行沟通。

Clear lines of institutional communication will help keep staff informed during an emergency and ensure good decision- making.

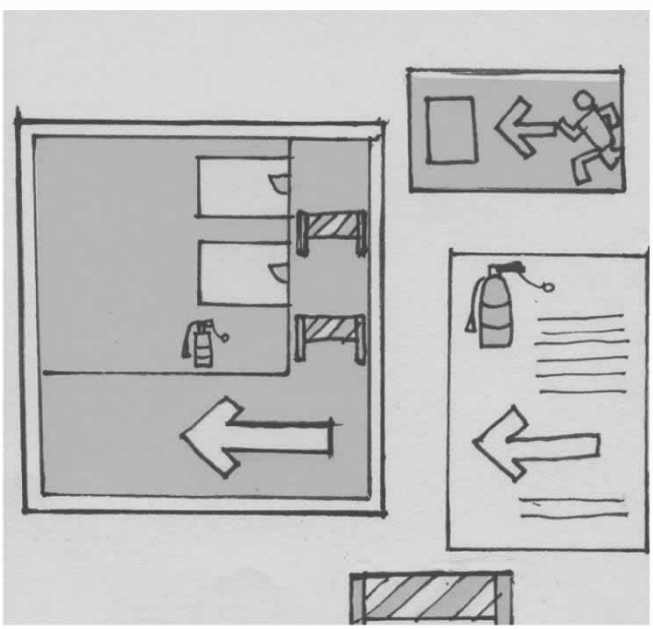
清晰的机构沟通渠道有助于在紧急事件发生时通知每个工作人员,并保证良好的决策。



Providing clear direction to members of the public about how to move in and around a structure during normal and emergency operations will help minimize risk to visitors, staff, and the collection.

向公众清晰地指示在正常情况下以及紧急情况发生时如何在建筑物内部及周边活动,这将有助于降低参观者、工作人员和藏品的风险。

## WAYS OF COMMUNICATING AND ISSUES TO CONSIDER
## 沟通方式及需要考虑的事项



1. Introduction
   - Multiple forms of communication are needed under most circumstances and these may, on occasion, include hand written or typed notes, electronic media such as telephone, email, text message, and web bulletins.
2. Audible communication
   - Alarms (a person with a hearing disability may not know that an alarm has sounded).
   - Spoken directions (the person you are speaking to may not speak your language).
3. Visual communication
   - Emergency guidance (exit signs, emergency lighting, maps, floor lighting, painted paths/lines).
   - Written procedures and guidelines, good records and documentation.
4. Physical communication
   - Barriers of differing types.
   - Guidance (assisting people to safety using hand signals and tools, such as flashlights).
   - Reassurance (staff or volunteers who calmly and authoritatively encourage others to follow appropriate directions).

1.说明
- 在大多数情况下需要多种沟通方式,通常包括手写或打印的记录、电子媒介,例如电话、电子邮件、短信和网络公告。

2.语音沟通
- 警报(听力不健全的人无法知道警报已拉响)。
- 话语指示(你所对话的人不一定跟你说一样的语言)。

3.视觉沟通
- 紧急引导(出口标志、应急灯、地图、地面照明、绘制的路径和线路)。
- 书面的程序、指南、记录和备案材料。

4.肢体沟通
- 不同类型的障碍物。
- 指引(使用手势、工具,例如手电筒,帮助人们到达安全区域)。
- 心理安抚(工作人员或志愿者可以冷静而主动地鼓励其他人按照适当的指示活动)。

Good risk management includes an understanding of the media, how journalists work, and what information they may seek.

良好的风险管理包括了解媒体、记者的工作方式以及他们所需要的信息。

Effective communication can shape public understanding during an emergency and also be a tool for reaching staff with important messages.

- Designate and train a spokesperson to represent the institution.
- Ensure that the spokesperson receives accurate and complete information.
- Communities value cultural property and may provide assistance in time of crisis if they receive good information on how to help effectively.

有效的沟通可以让公众了解如何应对紧急情况，也是将重要信息传达给工作人员的手段。

- 指定并培训一个代表本机构的发言人。
- 保证发言人得到准确而完整的信息。
- 在危机发生时，如果文化财产相关的社会团体收到提供帮助的有效信息，他们也可以给予协助。

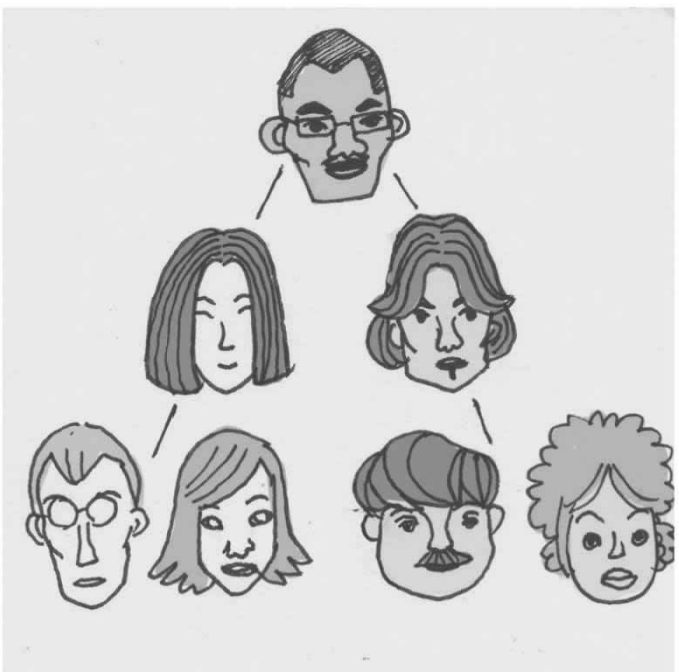
# PROFESSIONAL BEST PRACTICES
# 专业操作的最优方式

Safety for people comes first. The key for museum staff is to do their daily work with safety always in mind, for themselves, for the structure(s) and for the collections.

人员安全是第一位的。博物馆工作人员关键是要做到在日常工作中时刻把保障自己、建筑物和藏品的安全牢记于心。

Know how to contact fire, police, and ambulance; understand what information is required to report a fire, water leak or suspicious person.

知道如何与火警、警察和救护车联系；了解报告火灾、漏水和可疑人员时需要报告哪些信息。



It is good to understand the institutional chain of command for normal and emergency operations. Know what is expected of you in an emergency.

最好了解正常情况下和紧急情况下机构的指令链条。了解在紧急情况下你应当做什么。

Familiarity with the institution's emergency plan is recommended if one exists; advocate for such a plan if the institution does not have one.

如果本机构已制定应急计划，要熟悉该计划的内容；如果没有，则要提议制定一个计划。

Be aware of what you do not know and do not be shy about asking questions or double-checking your information.

了解你不知道的事项,不要羞于问问题或反复查看信息。

It is good to check on problems that may represent a liability for the institution and be clear about what museum staff may do when faced with difficult visitors or other challenging circumstances.

最好检查可能导致本机构承担责任的一些问题,并了解博物馆工作人员在如何应对不合作的参观者和其他困难。

# PERSONAL PRIORITIES
# 人身安全优先

Safety for people comes first.

人员安全是第一位的。

It is good to set up a family communication network before an emergency happens. Staff work better if they know their families are prepared and know what to do.

建议在紧急事件发生之前建立家庭联络网。如果工作人员知道他们的家人都已对应对风险做好了准备，他们会更好地工作。

# EMERGENCY PREPAREDNESS
# 应急准备

It is recommended that an organized structure be established and job responsibilities and descriptions of actions to be taken in the event of an emergency are written down in a clear plan.

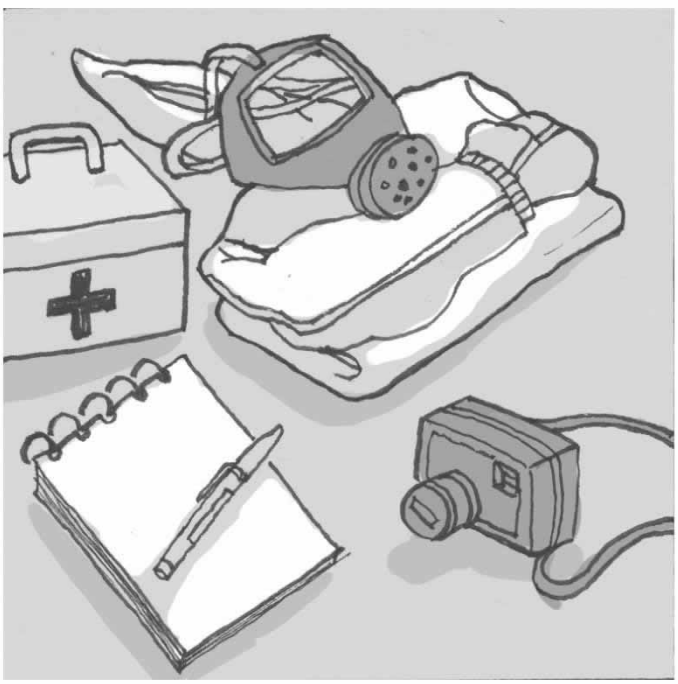
建议建立组织性强的结构，并在计划中明确紧急事件发生时的职责分配和具体行动内容。

A streamlined command structure, illustrated in the Emergency Plan, can simplify emergency efforts:

- One person in charge of coordinating and leading response efforts, designated by the director.
- Key personnel, representing the administration, staff, security, facilities and collections, report to emergency coordinator.
- Five to seven people, reporting to an individual form an effective team.

可以在应急计划中用图示显示简化的指令结构，这样可以简化应急活动：

- 由主管指定 1 人负责协调、领导应急活动。
- 由关键人员代表管理层及工作人员，负责安全保障、设备和藏品，向应急协调员汇报。
- 由 5–7 人组成有效率的小组，向单人汇报。



Assemble tools and supplies to help respond to emergency events. The ability to react quickly may be critically important.

装配工具和供给品,以帮助应对紧急事件。快速反应能力是至关重要的。

Plan refuges. Know where to seek safety in different situations, where visitors should gather, and where to meet your team members. For example:

- Where to shelter in a tornado, hurricane or tsunami?
- How to evacuate a building during a fire? In a fire leave the building; in a tornado sheltering in place may be appropriate.
- How and where to shelter the collection if time permits?

规划避难场所。了解在不同情况下如何找到安全区域、参观者应当在何处集合、在何处与小组成员会合。例如:

- 龙卷风、飓风和海啸发生时在哪里避难?
- 在火灾发生时如何撤离建筑物?在火灾发生时离开建筑物是适宜的,在龙卷风发生时原地躲避是恰当的。
- 如果时间允许,如何、在哪里保护藏品?

It is recommended to prepare the staff. Regular drills will ensure that all staff are familiar with their responsibilities and respond in a calm, flexible and effective manner when and if an emergency arises.

建议工作人员时刻做好准备。日常训练可以保证所有工作人员熟悉自己的职责，并在紧急情况发生时冷静、灵活、有效地应对。

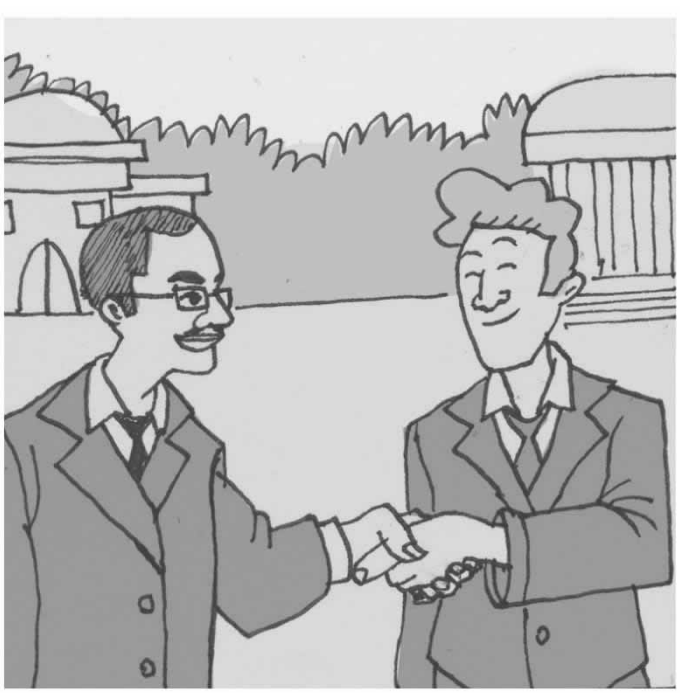
It is recommended to prepare the collections, on display and in storage, based on the needs and priorities established during the assessment phase.

建议根据需要以及在评估阶段所确定的优先级别，对正在展示的和仓库中的藏品做好相应的准备工作。

# ESTABLISHING A RESPONSE NETWORK
# 建立应急反应网络

It is a good idea to work with public authorities and response agencies and be aware of the capabilities and resources that may be available to you.

建议与公共管理机构、应急反应代理机构合作，并了解自身现有的救助能力和资源。

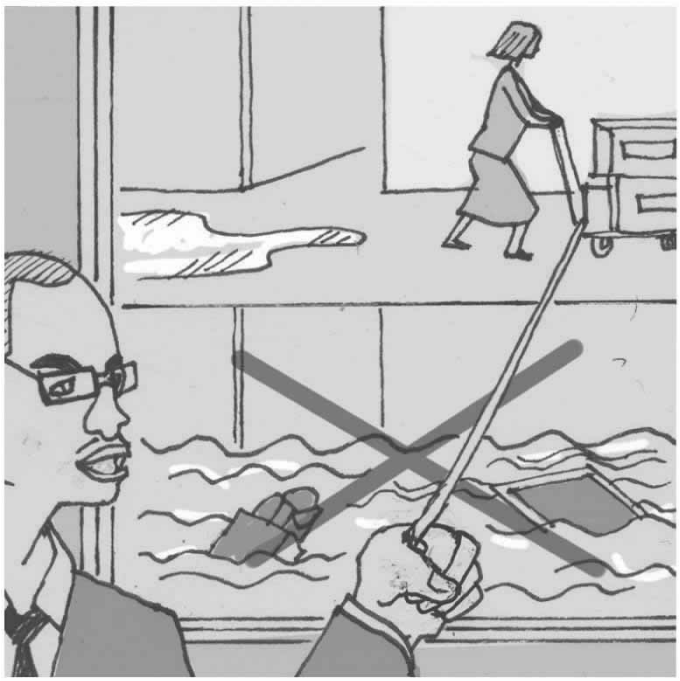


It is good to establish mutual aid agreements with sister institutions.

建议与兄弟单位建立双方互助协议。

It is recommended to work with vendors and set up purchasing agreements with suppliers.

建议与受让方建立合作关系,并与供应商订立购买协议。



Training is an essential part of emergency preparedness and also helps to promote teamwork in an institution.

培训是应急准备工作的核心环节,有助于促进机构内部的团队合作。

Visitors will expect staff to know what to do and how to take them to safety. Training sessions for staff are essential because practice is necessary for working with groups of people who may be concerned or frightened.

参观者希望工作人员知道该做什么、怎样引领他们到达安全区域（对工作人员的培训环节是很关键的，因为他们需要练习怎样引导可能受惊吓的参观者）

Using the written emergency plan, practice how and when to evacuate people or collections materials from a building or site. In an emergency, conditions may become progressively more difficult.

使用书面的应急计划,并练习如何、何时从建筑物或馆藏区中疏散人群和藏品。在紧急情况下,条件会变得越来越艰苦。

Try to establish an ongoing process for improving procedures and help to keep them current.

建立持续性机制来改善程序,并保证其在现实中得到应用。

Hold drills of different types. Sound alarms, evacuate the staff, gather at meeting points, and consider the next actions. Include a timeline, consider what to do (for example) in 10 minutes, in 1 ½ hours, in 12 hours, or schedule exercises in which staff respond to a mock "event" and invite local agencies to join you for the training if appropriate.

采用不同类型的训练项目：开启报警、疏散员工、定点集合、安排后面的行动。规定时限，考虑（例如）在 10 分钟、一个半小时、12 个小时内该做什么，安排演习，让工作人员对模拟“事件”做出反应；在适当时机，邀请当地相关机构参与培训项目。

Review each training session. All staff should be encouraged to comment and to offer suggestions for doing things better next time. Staff has great knowledge to share.

总结每一个培训过程。鼓励所有工作人员对训练项目进行评论并提出建议，以便下次做得更好。工作人员有很多知识可以分享。

Improve response capabilities by using teaching techniques such as:

- Scenarios (For example, high winds are expected …What should staff do?).
- Table top exercises (More elaborate but realistic problem, discuss actions in groups or teams and compare responses).

通过下列教学方法改善反应能力：

- 情景设定（例如，疾风来临时……工作人员需要做什么?）
- 桌面演习（对更加细微但更现实的问题，分组讨论如何行动，并比较各自的应对措施）

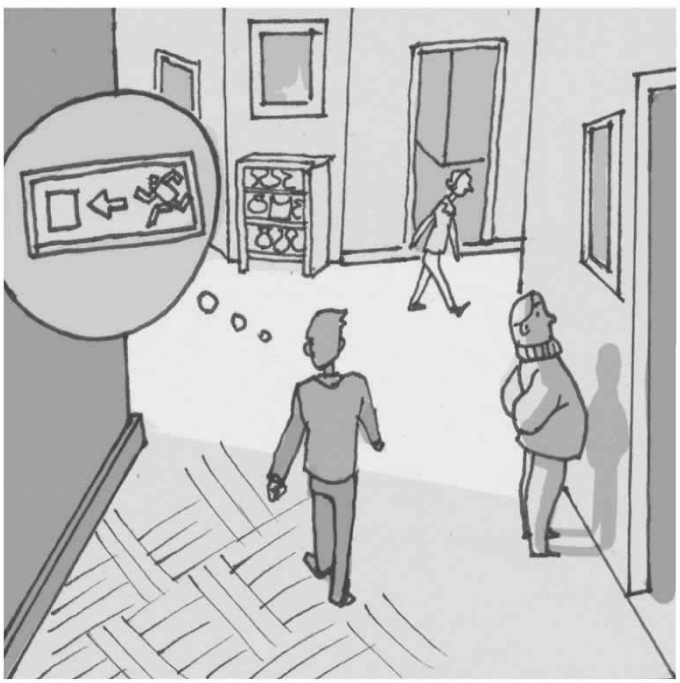
Train teams for handling collections in emergency situations. Try an exercise using "damaged" or wet materials that simulate artifacts. The amount of time and space that is needed for "recovery" work will be a surprise to everyone.

培训在紧急情况发生时处理藏品的团队。使用“破损的”或潮湿的材料做成模拟工艺品进行演习。“修复”工作所需要的时间和空间会出乎所有人的预料。

Practice roles and responsibilities in the risk management process, act to improve capabilities and safety measures for people and the cultural heritage in your care and be ready to do a great safe job in the next emergency situation.

演练在风险管理程序中的角色和职责,以提高能力和改善安全措施,保障自己负责管理的人员和文化遗产,并时刻准备好在下一次紧急情况发生时出色、安全地完成工作。

# BASIC STEPS TOWARD RISK REDUCTION
# 降低风险的基本步骤

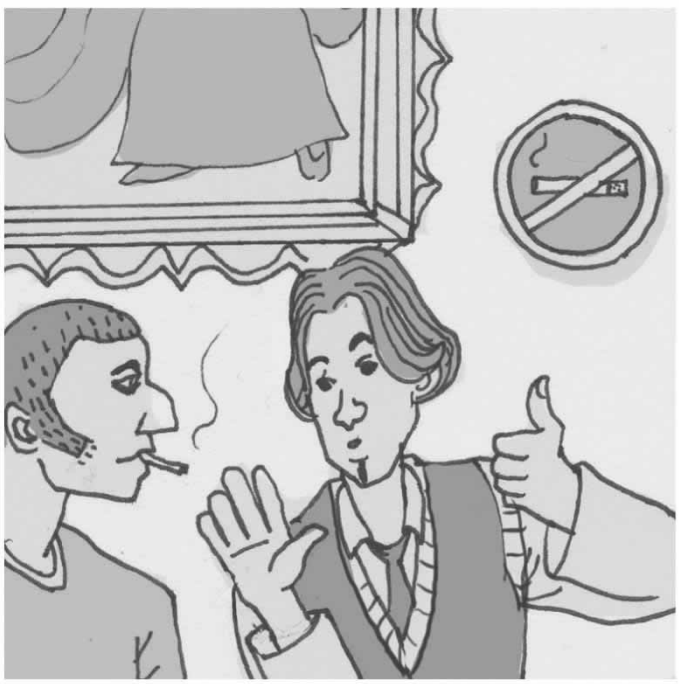


Walk through building and know all ways of going out of or into the structure before you have to do so in an emergency situation.

步行穿过整个建筑物，了解所有出入的路径，以防在发生紧急事件时无暇做到。

Secure the perimeter, exits and entrances to the building in an emergency.

在紧急情况发生时，保护建筑物周边地带、出口及入口。



It is a good idea to help improve security and reduce fire risk by keeping exit routes clear. Encourage and support preventive and mitigation actions by all staff.

建议保持出口路径通畅，以帮助改善安保工作并降低火灾风险。鼓励并支持所有工作人员进行预防和减少火灾的行动。

Take responsibility for reporting and addressing risks, for example:

- Insects
- Dripping pipes
- Blocked doors
- Gas smell
- Faulty lights or switches
- Vermin in collection areas

It is good to report risks both as part of normal duties and as part of a response team.

负责报告并处理风险，例如：

- 昆虫
- 漏水的管道
- 堵塞的出口
- 煤气气味
- 坏损的电灯和开关
- 馆藏区内的害虫

建议将汇报风险同时作为日常职责和应急小组的工作。

Update and revise the emergency plan to reflect accomplishments of risk management activities.

更新并修订应急计划,以反映风险管理活动的成果。

Establish cycle of review, analysis, and revision for staff training, building security, maintenance, documentation of procedures, collections, response procedures and Emergency Plan(s).

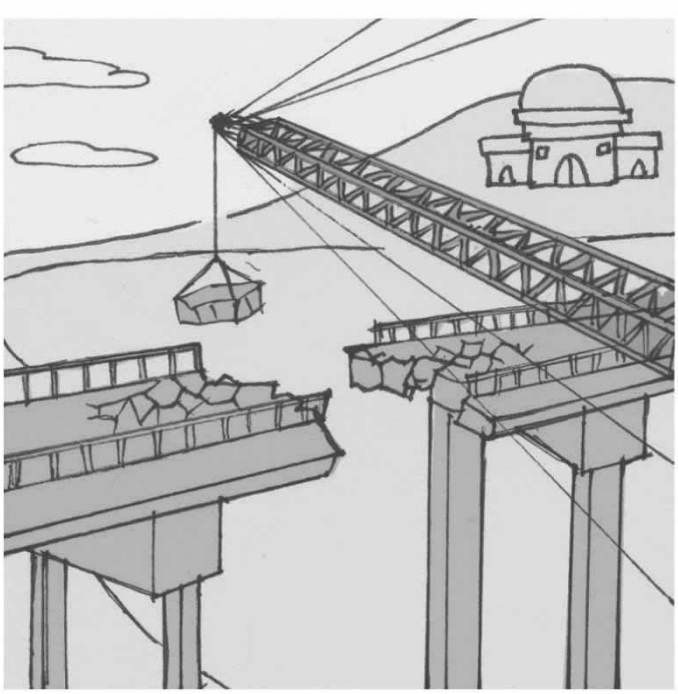
对人员培训、建筑物保安、保养、程序的备案、藏品、应急程序和应急计划备案等方面的工作，建立总结、分析和修订的工作流程。

Be alert to changing weather conditions, natural and man-made hazards.

对变化的天气条件以及自然灾害和人为灾害保持警惕。

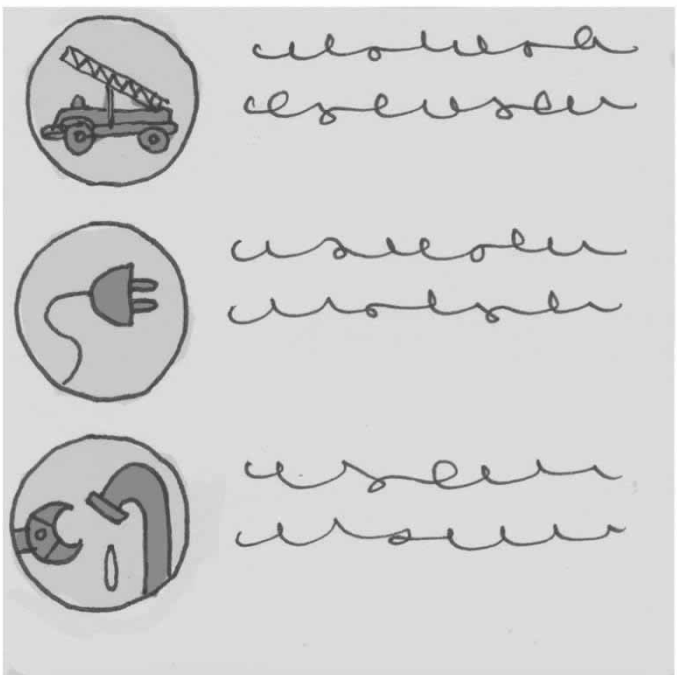
Keep in touch with the improving skills of staff, schedule training, and increase capabilities and institutional capacity to respond to a situation, if possible, with local resources.

关注工作人员技能的改善,安排培训,并提高应对紧急情况的能力和制度能力。如果有可能,利用地方资源。



It is advisable to stay informed of local infrastructure changes.

要及时了解本地区基础设施的变化。



It is recommended to update networks of resources, both for professional assistance and services and supplies.

建议更新资源网络,这些资源既包括专业救助和服务,也包括救助物资的供应。

*Live and work with safety in mind. Good risk management requires a sustained effort by all staff.*

*在工作和生活中时刻树立安全意识。好的风险管理需要所有人员长期不懈的努力。*

*Your next emergency need not become a disaster.*

*下一个紧急事件不能成为一场灾难。*

NOTES
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